OFFICE OF CRIMINAL JUSTICE PLANNING
CAREER CRIMINAL APPREHENSION PROGRAM

Proposal Checklist and Required Sequence

This checklist is provided to assist the applicant in ensuring that a complete proposal is submitted to OCJP. **Submit an original and three copies of the proposal and Long Range Plan**. Failure to include any of the following elements may result in disqualification of the proposal.

❒　　GRANT AWARD FACE SHEET *(General Instructions)*

❒　　PREFERENCE POINTS CERTIFICATION FORM, signed by the designated Enterprise Zone Contact *(General Instructions)*

❒　　PROJECT NARRATIVE *(Programmatic Instructions)*

- Problem Statement for Year One
- Plan for Year One
- Implementation for Year One

❒　　PROJECT BUDGET *(General Instructions and Programmatic Instructions)*

- Budget Narrative for Year One
- Budget Forms - OCJP A303a, A303b, A303c

❒　　PROPOSAL APPENDIX *(Programmatic Instructions)*

- Map of the Target Area (if appropriate)
- Operational Agreements
- MOUs Restricting Implementation of C-CAP (if applicable)
- Work Schedule/Timeline

❒　　LONG RANGE PLAN *(Programmatic Instructions)*

- Introduction
- Integrated Plan (if multi-jurisdictional/regional)
- Five Year Statistical Summaries
- Objectives/Activities for Years 1 - 3, and 6-month Program Evaluation
- Budget Narratives and Budget Forms for Years 1 - 3
- Proposed Automation System
- Gant Chart for entire 42 months

OFFICE OF CRIMINAL JUSTICE PLANNING

CAREER CRIMINAL APPREHENSION PROGRAM

PROGRAMMATIC INSTRUCTIONS

A. PROPOSAL DUE DATE

THE DEADLINE FOR RECEIPT OF PROPOSALS, *WITH ACCOMPANYING LONG RANGE PLAN* (Original and Three Copies) AT OCJP IS:

DATE: **Wednesday, June 3, 1998**
TIME: **No later than 5:00 p.m.**

B. CONTACT INFORMATION

If you have questions concerning the application process, contact Joyce Dilworth, Senior Program Specialist, Crime Suppression Branch, at (916) 323-7724.

C. ELIGIBILITY CRITERIA

In order to receive funds under this program, applicants must meet the following criteria:

1. **Agencies that have received prior funding for C-CAP or LEAA-ICAP grants are ineligible for funding in this RFP process.**

2. Applicants must be a municipal police or county sheriff's department or combination thereof.

3. Any single agency applicant must have at least **20 sworn personnel**. Sheriffs' departments cannot include personnel assigned to jails and courts or civilian staff.

4. Any multi-jurisdictional or regional applicant's lead agency must have at least **20 sworn personnel**. Sheriffs' departments cannot include personnel assigned to jails or courts, and civilian staff.

D. FUNDING CYCLE AND DURATION

Agencies selected for funding through this Request for Proposal (RFP) will be committed to a three and a half year grant award period. **The first three years of operation are funded, while the last six months are a non-funded evaluation period**. Continuation funding in year two and year three is contingent on project performance and compliance with grant requirements. Grants will generally be awarded annually from the State General Fund, contingent on the passage of the State Budget Act of the relevant fiscal year. **It is anticipated that $2,308,000 from the State General Fund will be available for C-CAP in FY98/99.**

In awarding grants, the following priorities for C-CAP program funding have been identified:

- To provide funds to applicants which adopt a multi-jurisdictional or regional approach with an Integrated Plan involving other law enforcement agencies.

- To provide funds to projects which operate in a service area where there is a high crime rate;

- To provide funds to projects which represent the state geographically; and

- To provide funds for projects where there is a demonstrated need for services.

These priorities are reflected by allocation of points in the rating sheet.

Projects selected for funding are expected to begin within 90 days of the grant award start date (October 1, 1998, unless notified otherwise). If project start-up does not occur within this time frame, OCJP may terminate the project and redistribute the funds.

The funding levels for individual projects are determined by the residential population served by the applicant based on California Department of Finance figures as of January 1998. The maximum amounts of funding contained in the funding table were identified as sufficient for the population bases identified. These are maximum amounts only, and not necessarily the amount of funding which must be requested or will be awarded. OCJP will determine the level of funding by taking into consideration the amount of funds available, programmatic needs, and reasonableness of the budget.

Category 1:   Grants to applicants serving a residential population under 14,999.

Category 2:   Grants to applicants serving a residential population of 15,000 to 99,999.

Category 3:   Grants to applicants serving a residential population of 100,000 and above.

Category 4:   Grants to applicants submitting a regional application, whose combined efforts serve a residential population of 100,000 and above.

The following funding table designates Years One, Two and Three maximum funding levels divided by population Category and broken down by State Funds, Cash Match, and Total Project Cost. A cash match based on the **Total Project Cost formula** is required. A five percent (5%) cash match is required in the first year (October 1, 1998, through September 30, 1999). A ten percent (10%) cash match in the second year (October 1, 1999, through September 30, 2000). A fifteen (15%) percent cash match in the third year (October 1, 2000, through September 30, 2001).

	State Funds	*Cash Match*	*Total Project Cost*
Year One (5% Match)			
Category 1	80,500	4,237	84,737
Category 2	108,000	5,684	113,684
Category 3	151,200	7,958	159,158
Category 4	194,400	10,232	204,632
Year Two (10% Match)			
Category 1	107,520	11,947	119,467

Category 2	134,400	14,933	149,333
Category 3	211,200	23,468	234,668
Category 4	249,600	27,733	277,333

Year Three (15% Match)

Category 1	68,640	12,113	80,753
Category 2	93,600	16,518	110,118
Category 3	124,800	22,024	146,824
Category 4	156,000	27,529	183,529

The amount of state funds requested in the first project year will establish a base award from which the amount of second and third year state funding and cash match will be determined. If less state funds are requested in the second and third year than available under a project's maximum funding level schedule, a revised schedule shall be developed by OCJP. The cash match will then be calculated on the requested amount of state funds, resulting in a change to the total project cost.

If a project spends less than their awarded state funds (e.g., reverts funds), OCJP may develop a revised schedule in subsequent year(s).

C-CAP funding is not to be used to subsidize existing and mandated law enforcement services or previously funded OCJP activities. Allowable grant expenses may include salaries, benefits, travel, training, consultant services, operating expenses, and equipment. Projects are required to hire a *Certified Crime Analyst(s)*. Projects experiencing problems hiring a certified analyst(s) may request a temporary exemption based on documented recruiting/hiring difficulties.

It is the intent of OCJP to ensure that projects receiving funds be prepared to continue the project beyond grant funding. C-CAP projects must demonstrate a plan for the assumption of costs at the end of the project's grant funding.

E. PROGRAM INFORMATION

Responses to this RFP should include two major documents. One, the proposal for the first year of funding, and the second, the C-CAP Long-Range Plan. The proposal should only address the first twelve months of the C-CAP grant award period beginning October 1, 1998, and ending on September 30, 1999. The C-CAP Long Range Plan should address the entire three year funding cycle, plus a six month non-funded evaluation period (October 1, 1998, through March 31, 2001). Year One Objectives, Activities and Budget Narrative and Budget will be in both the proposal and the Long Range Plan.

To complete the two documents, an applicant needs to thoroughly familiarize themselves with the following items, which are detailed in this section:

- *History and Background;*
- *Program Goal;*

- *Statutorily Required Program Components;*

- *Required Coordination with District Attorney;*

- *Programmatic Requirement - Certified Crime Analyst and Internet Access;*

- *Programmatic Requirement - Internet Access*

- *Executive Level Commitment and Timeline for Implementation;*

- *Project Staff;*

- *Executive Task Force and User Groups;*

- *C-CAP Long-Range Plan;*

- *Year One Information and Objectives/Activities - Crime Analysis;*

- *Year Two Information and Objectives/Activities - Integration of C-CAP Components;*

- *Year Three Information and Objectives/Activities - Combined Management of Patrol (MPO)/Management of Criminal Investigations (MCI); and*

- *Program Evaluation Information and Objectives/Activities -* 6-month non-funded period.

1. **History and Background** - Over the past several decades, Californians have grown increasingly concerned for the safety of their families and the sanctity of their homes. Research points directly to the repeat felony offender as the primary cause of this growing concern. Recognizing the need for a strong link between law enforcement agencies and prosecutors, lawmakers sought to find a way to provide the necessary resources for improved case preparation without greatly increasing the fiscal requirements in these departments. Several separate legislative actions have resulted in the Career Criminal Apprehension Program as authorized by Section 13850 (et seq.) of the California Penal Code (PC).

2. **Program Goal (13850 P.C.)** - The goal of this program is to increase the ability of local law enforcement agencies to investigate and apprehend career criminals <u>through</u> the implementation and use of management, organizational, and operational techniques that have been proven effective in California and other states.

3. **Statutorily Required Program Components - Enhanced Law Enforcement Management Efforts (13852 P.C.)** - Law enforcement agencies receiving C-CAP funds are required to concentrate enhanced law enforcement management efforts and resources on the identification and apprehension of career criminals.

4. **Required Coordination with District Attorney (13852(c)(1) P.C.)** - C-CAP projects must concentrate on the identification and arrest of career criminals and the support of their subsequent prosecutions. Determining which suspected felony offenders will be the subject of C-CAP efforts must be in accordance with written criteria developed by the applicant agency, consistent with this Penal Code section, and approved by the district attorney.

Each C-CAP project, as one of its ongoing functions, must maintain coordination with the prosecutor assigned to each case resulting from program efforts. This coordination must include, but not be limited to, case preparation, preliminary case screening, employing a policy in agreement with the district attorney with respect to evidence, witnesses, the specificity of charges and preparation of rap sheets, and case tracking from acceptance to sentencing (13852(c)(2) P.C.)

5. *Programmatic Requirement - Certified Crime Analyst* - **A new feature of the C-CAP program is the requirement that a crime analyst(s) certified by the California Department of Justice must staff the C-CAP unit.** If a C-CAP grant recipient is unable to recruit a certified crime analyst after extensive proactive efforts, a temporary extension may be granted by OCJP while a qualified non-certified crime analyst, employed by the applicant, successfully completes the certification program. The Crime and Intelligence Analysis Certification Program is offered by the California State University (CSU) Extended Education Departments in Fullerton, Northridge, Riverside, and Stanislaus. The Sacramento campus is anticipating offering the certification program in Fall 1998. Students who successfully complete the eight classes (approximately 144 hours of instruction) and meet the prerequisite, 400 hour practicum, and computer skill requirements, are eligible for certification by the Department of Justice. Contact CSU for further information.

6. *Programmatic Requirement - Internet Access* - **A new feature of the C-CAP program is the requirement that the Crime Analysis Unit (CAU), including satellite sites of multi-jurisdictional or regional projects, have Internet access.** This requirement supports the identification and arrest of career criminals in years one, two and three, and the law enforcement networking to track career criminals in year three.

7. *Executive Level Commitment and Implementation Timeline* - The implementation of a C-CAP project will involve changes in the way an agency collects, stores, disseminates, and uses information, manages patrol operations and initiates investigative activities. Top level management must support the program if it is to succeed. Proper implementation of all phases of the program (Crime Analysis, Managing Patrol Operations, Managing Criminal Investigations, Program Evaluation) requires major changes in policy and procedures within the law enforcement agency. Therefore, it is mandatory that the chief executive of the law enforcement agency and the agency's governing body be fully committed to the program.

This commitment will be demonstrated by successful projects from the planning, program implementation timing, and resource allocation choices articulated in the Long-Range Plan, which is the first step in C-CAP implementation (along with the submission of the proposal.) Other indicators of commitment include the assignment of a Project Manager who has direct access to the Project Director, and can maintain tenure over the C-CAP program throughout the entire implementation period. (See "Project Staff" for definition of project staff positions). Applicants need to anticipate the following time commitments to implement C-CAP:

- Long Range Plan and Preparation of Proposal   3 months
- Phase II Application Process for Successful Applicants   2 month
- Year One - Crime Analysis Phase (funded)   12 months
- Year Two - Integration of C-CAP Components (funded)   12 months
- Year Three - Combined MPO/MCI Phase (funded)   12 months
- Program Evaluation Phase (non-funded)   <u>6 months</u>

                                        47 TOTAL MONTHS

To ensure the consistent application of this program, grant-funded agencies must abide by the implementation timeline. However, a project completing a phase in less than the allotted time may immediately move into the next phase. Failure to meet this timeline or conform with any of the required program elements may result in project termination. OCJP will, through training and technical assistance, provide each funded site with the information necessary to meet the program requirements. Projects need to thoroughly familiarize themselves with the OCJP General Instructions for Request for Proposals and C-CAP Programmatic Instructions for the preparation of the proposal.

8. *Project Staff* - The selection of appropriate project staff, designated for the duration of the grant award period, facilitates successful implementation of C-CAP. The importance of continuity in staffing cannot be overstated. During the course of the three and a half year grant period, staff are expected to implement C-CAP, meet OCJP programmatic and fiscal reporting requirements, maintain all source documentation, submit continuation funding applications for Year Two and Year Three, design and execute the six-month non-funded program evaluation, and plan for the assumption of C-CAP at the conclusion of the grant. Staff turn-over or rotation of key project members injects a "non-budgeted learning curve" into the implementation timeline. Therefore, it is required that applicants review any existing personnel policies or Memorandum of Understanding (MOU) relating to staff assignment and rotation to assure C-CAP staff are exempt from mandatory rotation. If an exemption is not permissible, submit methodology for cross-training and briefing future designees in the Appendix. The following terms apply to the key C-CAP project personnel:

- **Project Director** - Often this is the Chief of Police or Sheriff. If not, a command staff person, with direct access to the Chief or Sheriff and responsibility for both patrol and investigations, shall be designated. The project director is responsible for programmatic and fiscal oversight.

- **Project Manager** - Often this is a Captain, Lieutenant, or non-sworn Management Staff with direct access to the Project Director. If not, a sergeant or equivalent non-sworn rank, with direct access to the Project Director, shall be designated. The project manager is responsible for the day-to-day supervision of the C-CAP program.

- **Financial Officer** - Often this is the City or County Finance Manager, or a designee in the finance office or applicant agency. This position is responsible for the audit plan, maintenance of fiscal source documentation, and compliance with OCJP fiscal reporting requirements. The project staff need to work closely with the Financial Officer to assure full expenditure of grant award funds, and timely, accurate fiscal reporting.

- **Certified Crime Analyst** - The analyst can be sworn or non-sworn. Often this is a management position, with supervisory responsibility for the crime analysis unit clerk. A project requires a minimum of one full-time crime analyst. A suggested ratio of crime analysts to crime cases is 1:6,000/year.

- **Clerk-Typist** - A project requires a minimum of one full-time crime analysis unit clerk. Each agency needs to critically evaluate existing data entry capabilities and add personnel as needed. At a minimum, a clerk needs to complete the P.O.S.T. Basic Crime Analysis course, and complete sufficient training to operate the hardware and software in the crime analysis unit, the California Law Enforcement Telecommunication System (CLETS), the Supervised Release File, and the Department of Corrections' Parole Law Enforcement Automated Data System (LEADS).

9. ***Executive Task Force and User Groups*** - To ensure the success of this multi-faceted program, an executive task force must also be established to manage, develop, and oversee the implementation and evaluation of C-CAP, as well as plan for the continuation of program after funding expires. This task force shall meet quarterly, at a minimum, and include:

- Project director;
- Project manager;
- Financial officer;
- Crime analyst (if not the project manager);
- A patrol commander (if not the project manager);
- An investigations commander (if not the project manager);
- The project director for the district attorney's Career Criminal Prosecution Program. Where no such program exists, the district attorney must assign a deputy district attorney who will coordinate with the C-CAP project regarding the handling of career criminal cases; and
- Any additional staff member(s) whose involvement in this task force would promote the successful multi-year implementation of this program (e.g., member of the Board of Supervisors).

The user groups are required working committees comprised of a representative sample of sworn and non-sworn line and supervisory staff from participating agency or agencies (if multi-jurisdictional or regional). A project may elect to have one user group responsible for researching, developing, reviewing and recommending issues to the task force such as the format and content of crime analysis products, field officer handbook, and report form modifications. Or a project may elect to have specialized user groups to address specific implementation issues (e.g., a report form modification, beat structure analysis, etc.).

10. ***C-CAP Long-Range Plan*** - **This document must be submitted with the proposal.** The C-CAP Long-Range Plan covers the entire forty-two (42) months of program objectives and activities, including a thirty-six (36) month funded period to implement Crime Analysis, Integration of C-CAP Components, and Combined Management of Patrol (MPO)/Management of Criminal Investigations (MCI), and a six (6) month non-funded evaluation. The document shall include the following elements:

- An **Introduction** describing the applicant agency or co-applicant agencies (if multi-jurisdictional or regional), including sworn and non-sworn strength; assignments (patrol, investigations, jail, records, etc.); geographic service area(s); other law enforcement agencies in the geographic area (e.g., California Highway Patrol, University/Public School Police, State Park Police, etc.) and how they will be involved in C-CAP; population for the applicant agency and co-applicant agencies (the January 1998 figure, per the California Department of Finance); and a discussion of the impact of crime and calls-for-service on the service jurisdiction(s). Explain how the full implementation of C-CAP will improve applicant agency or agencies.

- An **Integrated Plan** for multi-jurisdictional/regional applicants must be submitted describing how the agencies will coordinate the fiscal and programmatic implementation and evaluation of C-CAP so it functions as one program, rather than multiple independent programs. **Multi-jurisdictional/ regional applicants must designate a lead agency in this section.**

- **A Five Year (1993 - 1997) Statistical Summary of <u>C-CAP Target Offense Arrests</u> for Adults (Section 13853 California Penal Code)** charting by crime type and year the number of adults arrested for murder or manslaughter, robbery of the first or second degree, carjacking, burglary of the first or second degree, arson as defined in Section 451 or 452, forcible rape, sodomy or oral copulation committed with force, lewd or lascivious conduct committed upon a child, kidnapping as

defined in Section 207, 209 or 209.5, grand theft, grand theft auto, receiving stolen property, assault with a deadly weapon or instrument, or an unlawful act relating to controlled substances in violation of Section 11351 or 11352 of the Health and Safety Code. Multi-jurisdictional and regional applicants need to provide this information for each participating agency.

- **A Five Year (1993 -1997) Statistical Summary of Reported C-CAP Target Offenses** charting by crime type and year (*not including 11351 or 11352 H&S)* and including clearance rates per the Uniform Crime Reports methodology. Multi-jurisdictional and regional applicants need to provide this information for each participating agency.

- Demonstration of an activity plan to implement the entire thirty-six (36) months of the project, and the six (6) month non-funded evaluation. The activity plan is evidenced by inclusion of the **Objectives and Activities for Years One (Crime Analysis), Two (Integration of C-CAP Components), and Three (Combined MPO/MCI), and the six month Program Evaluation**. See pages CA-11 through CA-36 for information and objectives and activities for years one, two, three and the six-month program evaluation phase.

- **A Budget and Budget Narrative ñor all three years, including the appropriate cash match (5%** for year one, **10%** for year two, **15%** for year three). The non-funded six month evaluation period is not included in the budget pages.

- Completion of the **Proposed Automation System Plan for all three years.** Approval for purchases of computers and automated equipment is contingent on the project's ability to demonstrate cost effective, project-related need. Computer purchases by grantees are divided into two separate categories:

1) Purchases of computer system/component up to $9,999 requires the computer purchase face sheet and narraåive (no page limit) answering the purpose of proposed system with a full explanation of how the proposed equipment and/or software will enhance the project's ability to achieve the objectives/ activities of the project as specified in the Grant Award Agreement.

2) Purchases of computer system/component $10,000 and above requires a narrative
(no page limit) answering the following questions:

a) Whether this is a new system or an addition or enhancement of an existing system. In your full description please be specific as to type and location of hardware/software and how the system will be operated and maintained.

Describe in full detail the proposed design of your system and indicate hardware, software, and how the system will be operated and maintained.

b) Will the proposed system design meet not only your current, but future needs? Describe in full detail.

c) Does the proposed system integrate with others within the agency? Explain both yes and no responses in full detail.

d) Do you plan on integrating this system with existing city, county, regional, or statewide networks? Explain in full detail both yes or no responses.

- Completion of a **Gant chart** showing implementation dates for all activities during the entire thirty-six months of implementation, and six month non-funded program evaluation.

- Completion of a plan for assumption of costs detailing the steps the project will take to ensure full continued operation of the C-CAP program after the funding ends.

The following information is provided to assist applicants in the preparation of the Long Range Plan. It includes background information and objectives/activities for years one, two, and three, and the six month non-funded program evaluation phase.

11. *Year One Information and Objectives/Activities - Crime Analysis* - This section includes year one background information and objectives/activities, and will familiarize applicants with the specific implementation issues of the crime analysis phase.

a. Year One Information:

1) **Analysis Functions:**

The analysis functions associated with C-CAP are crime, intelligence, and operations. The following paragraphs identify the critical activities to be performed by the CAU personnel. **Crime and intelligence analysis is covered in this section while the third type, operations, is discussed in year two information section.**

a) **Crime Analysis:**

Although crime analysis can serve law enforcement agencies in many ways, it primarily is oriented toward assisting a department in meeting the basic objectives of crime prevention, suppression, apprehension, and recovery of stolen property. The CAU performs this function by identifying, assembling, and disseminating information concerning crime patterns and trends. Generally, the analyst focuses efforts on those offenses that occur in large numbers with discernible patterns and trends and on those offenses that can be prevented or suppressed through tactical unit operations.

Geographic and similar offense patterns are two types of crime patterns the analyst should identify and bring to the attention of the supervisors.

Geographic patterns simply are concentrations of offenses in a specific geographic area. This area can be within a single patrol beat, sector, or reporting area or it can be spread over a number of contiguous areas. The crimes that comprise the pattern may share no identifiable relationship other than geographic proximity. Upon recognition of a geographic pattern (generally through inspection of a spot map), the analyst begins to search for other relationships that may indicate patterns associated with a series of offenses.

Similar offense patterns are comprised of offenses that appear to have been committed by the same suspect or group of suspects. The analyst discerns the similar offense pattern by comparing a number of unique descriptors. These descriptors, or variables, include:

- Crime type;
- Object of attack;
- Suspect description;
- Suspect modus operandi;
- Suspect vehicle description;
- Physical evidence; and
- Weapon description.

The existence of these crime patterns or problems is communicated to line supervisors and field personnel, both formally and informally. Formal dissemination techniques involve the communication of information through written memoranda or reports. The crime pattern or trend information is generally transmitted in a crime specific bulletin that identifies the pattern or trend, and discusses the relationships or potential relationships among the crimes that comprise the pattern. Informal dissemination results from the personal contact of the crime analyst with the officers and line supervisors.

Crime analysis information can be used by either patrol or investigative personnel to guide deployment and assist in continued investigations. Thus, crime analysis information can support decision-making in a number of key areas:

- Patrol deployment;
- Patrol investigations;
- Investigative case screening;
- Special operations deployment;
- Strategic crime targeting; and
- Crime prevention.

b) **Intelligence Analysis:**

Virtually all law enforcement agencies become involved in the process of information gathering, usually to support an ongoing tactical operation or to assist some other law enforcement agency. The analysis function can be performed either by an intelligence unit assisted by a computer data bank in a large department, by a single officer assigned to the investigative division, or by a patrol officer in a smaller agency. Despite the range of intelligence analysis capacities available in law enforcement agencies, most focus their activities on the gathering of information relating to criminals and their activities and associations. Intelligence information then is used to guide ongoing investigations and to develop operational strategies and tactics, such as anti-fencing efforts.

Although normally associated with the investigative function, intelligence information can also be gathered quite effectively by the patrol officer through routine stops, field interrogations, and regular field investigations. Thus, the patrol officer's observation of suspicious activities and events while on the beat could very well be information of value to the analysts.

The following steps indicate the process of crime analysis:

Information Collection - Collection involves the gathering of raw data about the activities of individuals suspected of engaging in criminal acts. Overt information collection involves the patrol officer, investigator, and other department personnel who record suspicious activities of individuals on report forms that eventually go to the intelligence analyst.

Information Evaluation - Evaluation involves a determination of whether information gathered is accurate and/or reliable. Also, within this stage, the analyst attempts to rank or identify each piece of information to indicate its value.

Information Collation - Collation involves the assembling and ordering of information for subsequent analysis and use in operations. Here, the analyst concentrates on establishing a file system and separates good from bad information. Cross files are established to enable the analyst to determine relationships between people, places, and events.

Information Analysis - At this point, the analyst uses all available resources (offense and known offender files, Field Interview Reports, Assessor's Office records, precursor drug sales reports, etc.), to piece together information that would indicate potential criminal activity. Key individuals, places, events, and relationships with other known criminals or suspicious persons are all noted. The overall objective of analysis is to identify criminal patterns, develop correlations, and obtain as much information as possible so that full-scale criminal operations can be monitored.

Information Dissemination - The results of analysis are usually placed in a crime analysis report that ultimately can be used by key department personnel for operational decision-making. The crime analysis report summarizes information concerning criminal activity and clearly distinguishes between fact and assumption. Generally, the report presents conclusions about suspected criminal activity and the information upon which these conclusions have been based.

Feedback - In this stage, the analyst receives feedback from users of the information concerning the validity, reliability, and usefulness of the information contained in the crime analysis report.

The fact that the patrol officer is in an excellent position to gather intelligence information is often overlooked. If the vast resources of the patrol division are included in the information gathering process, the crime analyst will find that the information gathered by the patrol officer is often as good as information obtained by lengthy and costly physical surveillance.

2) **Crime Analysis Unit Files:**

One of the major requirements for a CAU is to develop files for use in analysis. These files are necessary for a manual system, automated system, or combination of the two used by the project.

Files to be developed during the first year of operation will include at a minimum:

- Offense File;
- Career Criminal File/Known Offender File;
- Suspect File;
- Modus Operandi File;
- Geography (beat, sector, etc.) File;
- Warrant/Arrest Information File;
- Stolen/Suspect Vehicle File; and
- Field Interview File.

A second set of files, to allow for a more complete analysis, should include:

- Threshold Criteria File;
- Non-Criminal Incident File;
- Stolen Property File (with cross reference to Pawn tickets); and
- Parolee/Probation File.

To design these files, the project must determine what sources will be used for file information and how the information will be retrieved and accessed. Quite frequently new agency-wide policies and procedures, as well as form revisions, are required to provide the CAU with early receipt of and access to this information. Multi-jurisdictional projects may require an inter-agency agreement between all participating agencies to support policies and procedures for the information access and retrieval process. The involvement of the C-CAP Executive Task Force in this process should promote a positive response to these changes.

Every C-CAP agency must ensure that the following data are available to the CAU.

- Field Interview Reports;
- Crime, Arrest, Follow-up and Incident Reports;
- Warrant information;
- Dispatch/Communication information;
- Crime prevention information; and
- Second-Hand Dealer Reports (Pawn Tickets).

3) **Products:**

The CAU must also develop various standardized and periodic products for distribution by the end of the crime analysis phase. These include:

- Daily bulletin (stolen/recovered vehicles, missing/runaway, etc.)
- Crime series/pattern bulletin;
- Wanted person/known offender bulletin;
- Crime summary report;
- Special reports, produced upon request or at CAU option, providing focused analysis on a specific item or set of items (e.g., stolen property report) tailored to a particular user group (e.g., patrol, investigations, narcotics, etc.) in sufficient detail to provide readers with complete material on the subject, including support documentation; and
- To demonstrate the usefulness and timeliness of crime analysis information, each project will develop a user feedback form during the crime analysis phase. Feedback information should be collected as soon as CAU products are regularly disseminated. In addition to facilitate and promote access to the crime analysis unit and its products, a procedure must be developed to capture requests for information when the CAU is not staffed, i.e., off hour requests.

Applicants are encouraged to consider not only the types and formats of crime analysis products, but the *medium* of distribution, as illustrated:

One C-CAP project automated the daily bulletin by utilizing resources in dispatch. Teletypes and intradepartmental advisements (attempt to locate, officer safety, stolen/recovered vehicles, missing/runaway persons, etc.) are entered into a "briefing database" by dispatchers upon receipt. The database can be queried by type of information, officer, agency, date, vehicle description, etc. Also,

a print-out of active information can be printed out for patrol briefing or for individual officers reporting to work in a staggered shift schedule. This approach provides the most up-to-date briefing information, facilitates uniformity and continuity, and frees the crime analysis unit for more in-depth analysis efforts.

Some existing C-CAP projects are in the process of planning automated access to crime analysis products via patrol laptop computers in the field to enable name, description, or crime type queries. This approach will enable officers to have relevant information available at the time of field contact. Linking this application to e-mail and an audit system enhances communication between officers and crime analysis. Further, an automated tally of the products and types of products queried can be maintained, providing the crime analysis unit with feedback on the utility of products.

In the near future, teleconferencing applications will enable "real time" sharing of relevant information, not only on a local, but on a regional basis.

b. <u>Year One Objectives/Activities for Crime Analysis Phase</u>:

The following are minimum objectives only. **Use this information to complete the year one objectives and activities for the proposal. Also review detailed instructions in the Project Narrative Instructions, under item 2, Plan, of these C-CAP Programmatic Instructions**. Projects may also work on objectives listed in subsequent years. The need to include subsequent years' objectives in the proposal for year one will be particularly evident in the budget narrative. Agencies are required to include thorough justification for line-items, including the objective(s) and activities to be accomplished by the item(s). If a line-item cannot be linked to an objective and activity, the agency may be budgeting beyond their stated objectives or activities. In that situation, the appropriate subsequent years' objective(s) and activities need to be included with relevant activities, and the year one minimum objectives and activities will need to indicate substantial accomplishment. See Programmatic Instructions, item G. Specific Budget Instructions, *Budget Narrative* for further information.

Objective 1:   Establish a policy statement for implementing C-CAP.

This objective is measured by:

a. Defining duties and responsibilities of executive task force.
b. Defining parameters for establishment of policy and procedures.
c. The establishment of User Groups and defining their responsibilities.

Objective 2:   Establish a Crime Analysis Unit (CAU).

This objective is measured by:

a. Recruitment and selection of Certified Crime Analyst and CAU staff.
b. Identification and provision of office space and equipment.

Objective 3:   Train all personnel in concepts and techniques of C-CAP.

This objective is measured by:

a. Number of training sessions.
b. Topics covered.

c. Dates and number of personnel trained.

Objective 4:   Provide CAU services in a timely manner.

This objective is measured by:

a. Development of Crime Analysis Unit files and threshold criteria (manual and automated).
b. Production of CAU products (e.g., series/pattern, known offender bulletins, etc.).
c. The type, frequency, and recipient (patrol detectives, other agencies, etc.) of CAU   products.
d. Results (development of feedback mechanisms).

Objective 5:   Identify career criminals. (See page CA-10 for career criminal target offenses listed in the "Five Year Statistical Summary of C-CAP Target Offense Arrests for Adults" section.)

This objective is measured by:

a. Identification of information sources (jail, district attorney, parole, Department of Corrections, detectives, patrol, etc.).
b. Development of procedures for identification, file maintenance, and notification, including policies/ procedures for flagging career criminals in the Supervised Release File.
c. Assigning responsibility for identification of career criminals (e.g., CAU, detectives, district attor-ney, etc.).

Objective 6:   Review and enhance accomplishments of Year One (last quarter)

This objective is measured by:

a. Evaluating policy and procedures used for the implementation of Crime Analysis.
b. Evaluating the fiscal plan for year one budget, **within the first ten days of the last   quarter for year one**, year two budget by the end of the last quarter.
c. Reviewing training concepts and techniques used and revising if necessary (using training question-naires and feedback forms).
d. Reviewing CAU files, threshold criteria, CAU products, and the feedback mechanisms to determine the effectiveness in development of the CAU.
e. Providing training to lead into integration of C-CAP components stated in year two objectives.

12. *Year Two Information and Objectives/Activities - Integration of C-CAP Components* - This section includes year two background information and objectives/activities, and will familiarize applicants with the specific implementation issues of the integration of C-CAP components.

a. Year Two Information for Integration of C-CAP Components Phase:

Operations analysis, the third analysis function - One of the greatest impediments to police service delivery lies in a department's inability to manage the daily, weekly, monthly, and yearly calls-for-service (CFS) workload. Within the C-CAP program, operations analysis involves the continuous collection and analysis of information related to police service delivery. Ideally, operations analysis provides information support to commanders and managers at all levels of the department, so they can make informed decisions concerning the allocation, distribution, and deployment of agency resources. Whereas crime and intelligence analysis focus on criminals and criminal activity, operations analysis focuses on the support of strategic and tactical decision-making by collecting and ordering information concerning:

- Criminal activity;
- Service demand (calls-for-service); and
- Available resources.

At the strategic level, operations analysis information supports decisions concerning the entire field operations staffing function. This information provides the structural framework for long-term decisions regarding deployment, which is based upon a careful consideration of the total demand for law enforcement service delivery in a community.

At a tactical level, operations analysis supports management decision-making concerning the deployment of available resources by location and activity. This is in response to service delivery problems related to crime, crisis intervention, and other maintenance activities. At the tactical level, operations analysis information is combined with information derived from crime analysis. This enables the patrol manager to more effectively deploy resources.

Information collection begins when a service call is received at the communications center. The principal data collection instrument for this purpose is the dispatch card or Computer Aided Dispatch (CAD) system, which should contain the following information:

- Type and location of incident and manner reported;
- Principal party or the main person (subject) connected with the incident;
- Miscellaneous departmental control information, such as the recording dispatcher, patrol officer assigned, officer in command of the shift or who will ultimately be responsible for the handling of the incident, and adequacy of field reporting; and
- Basic statistical information, including a code that identifies the type of incident, reporting area of occurrence, number of officers and designation of unit responding to the incident, and the four benchmark times for handling the incident (time received, time dispatched, time arrived, time cleared). Ideally, this information should be capable of being sorted and calculated by the CAD system (e.g., response time, travel time, time on scene, total officer time consumed from dispatch to cleared scene). If report writing time is captured by CAD and linked to initiating event (incident), an analyst can evaluate the total time consumed by an incident, or average time consumed by an incident type.

If the agency does not have a CAD system, an officer's activity report is also used as input for operations analysis to augment the information contained on the dispatch card. (A three day P.O.S.T. class, "Patrol Staff, Deployment and Scheduling", provides workload and scheduling training that is applicable to manual and automated studies. A companion program, "Dispatch Staffing and Scheduling", is also available.)

The C-CAP method for patrol operations analysis is based on the measurement of time consumed by three categories of activity:

- Calls-for-service - Those incidents generated through a request or demand for police service;
- Officer-initiated activity - Those activities, apart from calls-for-service, that an officer initiates (such as a routine field stop or an officer-initiated investigation of suspicious activity); and
- Administrative activity - Those non-operational activities that involve tasks which keep an officer from responding to calls or initiating activities (such as desk work, court, meal, administrative assignments, etc.).

16

Experience shows that using the number and types of calls-for-service and the number of arrests without regard for time expended is of little or no value. Furthermore, in practice, the theoretical base for resource decisions should be demonstrable to the commander and managers who will be required to make these decisions. The department's total strength must be evaluated in terms of:

- Total service delivery requirement;
- Requirements for initial and follow-up investigations by field personnel;
- Scope of activity that can be assigned to patrol officers;
- Scope of activity that can be assigned to other divisions; and
- Nature of duties and other requirements that result in officers being assigned to address immediate problems, such as the recognition of crime patterns or problem areas.

After implementing data collection, analysis, and dissemination, the law enforcement agency will have improved its capacity to change its service delivery in the following ways:

- Improve law enforcement procedures at the scene of the crime;
- Improve timely investigative follow-up in the case of serious crimes;
- Improve investigative case management and preparation;
- Improve overall delivery of law enforcement services through the development of an effective resource allocation strategy;
- Implement or increase the use of personnel to focus on the identification and apprehension of career criminals. This is most frequently done by using special tactics (e.g., directed patrol, tactical and crime suppression teams) based on the agency's specific needs and available resources; and
- Improve the coordination between the law enforcement agency and the district attorney's office in the prosecution of career criminal cases.

b. Year Two Objectives/Activities - Integration of C-CAP Components:

These are minimum objectives only. Projects may also work on objectives listed in subsequent year. **Utilize the career criminal target offense adult arrest statistics prepared for the Long-Range Plan to project the number of career criminals to be identified and arrested in objective 4.** Only a percentage of target offense adult arrestees will qualify as career criminals. *Multi-jurisdictional or regional applicants must provide relevant activities for each of the objectives for each of the participating police and sheriff's departments.*

Objective 1: Determine which policies and procedures will be affected and require revision with the implementation of MPO/MCI.

This objective is measured by:

a. Reviewing procedures for report review, case screening, case assignment, call priorities, directed patrol, etc.
b. Revising/developing procedures, if necessary.

Objective 2: Conduct workload analysis study for patrol and detectives (manual or automated).

This objective is measured by:

a. Evaluation of calls for service (by time of day, day of week, type of calls).
b. Reviewing/revising manpower allocation.

c. Conducting beat structure analysis.
d. Conducting caseload analysis.

Objective 3:   Establish coordination with the prosecutor's office.

This objective is measured by:

a. Assigning district attorney liaison.
b. Developing written procedures for case preparation, referral, acceptance, and disposition feedback.

Objective 4:   Identify and arrest career criminals.

This objective is measured by:

a. Number of career criminals identified.
b. Number of career criminals arrested by proactive apprehension efforts vs. reactive efforts. (See page CA-31 for definition.)

Objective 5:   Monitor the number of career criminal cases referred and accepted
for prosecution.

a. Reviewing and modifying current case referral procedures.
b. Number of career criminal cases by proactive vs. reactive efforts referred for   prosecution.
c. Number of career criminal cases by proactive vs. reactive efforts accepted for prosecution.

Objective 6:   Review and enhance accomplishments for Year Two (last quarter).

This objective is measured by:

a. Evaluating the fiscal plan for year two budget, **within the first ten days of the last quarter**, and year three budget by the end of the last quarter.
b. Evaluating data gathered from the workload analysis and preparing for the transition into Managing Patrol Operations (MPO).
c. Beginning the process of revising the field officer's handbook.
d. Beginning the process to develop alternatives to patrol service delivery and patrol   practices.
e. Coordinating with the district attorney liaison on the review of case referral procedures and number of career criminal cases referred and accepted for prosecution.
f. Developing methodology to continue funding for C-CAP after grant funding expires in year three.

13. *Year Three Information and Objectives/Activities - Combined MPO/MCI Phase* - This section includes year three background information and objectives/activities, and will familiarize applicants with the specific implementation issues of the combined MPO/MCI phase.

a. Year Three Information - Combined MPO/MCI Phase:

1) Implementation of Managing Patrol Operations (MPO):

During MPO, the amount of time dedicated by the patrol commander and the project manager will probably need to be increased. The CAU will need increased management as it improves and in-creases productivity and supports the patrol resources study. The patrol manager will also need to

oversee the resources allocation study, direct the patrol deployment plan resulting from that analysis, and schedule training necessary for the successful implementation of that plan. An analysis of field patrol operations must be conducted by the end of the MPO phase.

Following the completion of the patrol workload study, a new patrol plan should be developed or an existing plan updated and put into operation. This plan should reflect a use of resources promoting the early identification and apprehension of career criminals. This may best be accomplished through the development of special tactics (e.g., tactical teams, directed patrol, crime suppression units).

Additionally, the following techniques can be implemented to allow patrol officers to direct more time to the apprehension of career criminals:

- Initiating Internet, telephone, and walk-in reporting;
- Developing citizen mail-in reports;
- Prioritizing responses to calls-for-service;
- Diverting low priority calls-for-service to non-sworn personnel or other agencies;
- Prioritizing warrant service on career criminals; and
- Initiating problem oriented policing tactics for high volume repetitive calls-for-service areas. (Over time, this labor intensive approach will ultimately free up officers' time.)

During this phase, special training must be given to all members of the patrol management team. The purpose of this training is to explain the design and purpose for the revised patrol plan. In addition, training for patrol supervisors must be provided to explain MPO and the use of crime analysis information in support of their efforts.

Patrol officers must also receive training in the design, model, and purpose of MPO. Special attention should be given to explaining how their roles may change as a result of MPO.

One of the keys to a successful C-CAP project is the ability to effectively coordinate career criminal cases with the district attorney. To facilitate that coordination, the project must dedicate one person to refer such cases to the district attorney's Career Criminal Prosecution (CCP) unit. (In jurisdictions where no CCP unit exists, the memorandum of understanding completed by the district attorney and the police chief/sheriff must state that selected prosecutors will accept these cases.) This person, who may be entitled the C-CAP liaison officer, should simultaneously coordinate with the CAU, which maintains records of these referrals and assists in any additional follow-up investigations.

a) **Patrol Management Functions:**

   The greatest expenditure of police efforts in response to citizen demands for service is reflected in the patrol response. There are several reasons for this. First, the patrol force comprises a plurality, or more usually a majority, of the entire work force of the typical law enforcement agency. Second, the major expenditure of resources (especially vehicles, communications, and department overhead) takes place in the patrol area. Third, the patrol force provides the most services actually delivered to the public: greatest in number of responses to calls; range of services provided; and amount of time devoted to all department functions. Finally, patrol officers can and do provide most of the specialized services that are theoretically the province of other units. The citizen in need usually seeks and, in most instances, is entirely served by patrol officers.

The importance of focusing on the department's need to maintain maximum levels in patrol to achieve optimal efficiency is of great concern and should be broadly discussed during the planning and developmental stages of MPO.

Discussion of patrol objectives generally centers on crime prevention and apprehension of the offender. These generalities do not account for the complexity of the patrol operation. More importantly, developing more effective patrol strategies requires the patrol supervisor to examine the full scope of patrol activities and responsibilities to ensure adequate time for directed activities.

An examination of the full range of patrol responsibilities enables the patrol supervisor to identify duties that are not strictly related to crime control. These include:

- Aiding those in danger of physical harm (this can include harm threatened by fire or natural disaster, as well as criminal attack);
- Protecting constitutional guarantees, such as the right to free speech or assembly;
- Facilitating the movement of people and vehicles;
- Assisting those who cannot care for themselves (the intoxicated, the addicted, the mentally ill, the physically disabled, the elderly, and the young);
- Resolving conflicts, whether it be between individuals or between individuals and the government; and
- Identifying problems that have the potential for becoming more serious for either the individual, law enforcement, or the government.

These duties reflect the realities of the law enforcement mission. They mandate that the patrol supervisor's crime control planning be closely integrated with the planning and implementation of tactics designed to address these parallel responsibilities.

b) **Analysis Support of Patrol Decision-Making:**

Patrol officers are both the chief users of crime analysis products and principal suppliers of analysis information. As a user group, patrol officers should receive information both from crime analysis and operations analysis. Crime pattern bulletins, operations reports, or patrol area activity summaries should be routinely available to patrol decision makers. This information then is used by patrol commanders and supervisors to deploy their resources according to various tactics based on the analysis. As the principal supplier of crime analysis information, patrol officers record the results of preliminary and follow-up investigations on the various field reporting forms. The CAU receives these reports daily from the records section and uses the information contained in them to perform the analysis function. As the principal responder to calls-for-service, the patrol officer's records of time spent on various activities become the major information for operations analysis.

The results of operations analysis, in the form of activity breakdowns and potential use of time, become an essential ingredient in decisions regarding the patrol officer's use of time.

The analysis process and reports serve the patrol supervisor by defining the crime and service problems that exist during each shift and geographic area of responsibility. Analysis provides information to aid in making decisions about when and where to deploy personnel and against what types of crime targets. Without crime analysis, patrol supervisors and field officers can only be aware of those incidents that they observe or learn about through discussions with other

officers. (Dispatch personnel should also be provided with relevant crime analysis bulletins to brief them on off-duty occurrences and to serve as a resource for officers in the event a copy of bulletin is not available in the field.)

c) Integrating Patrol Assignments:

Effective implementation of patrol plans requires that the strategy designed to attack any single problem must be effectively integrated with all other strategies being undertaken within the supervisor's patrol area. Similarly, the response and directed patrol assignments of individual patrol officers in the supervisor's command must be clearly defined and integrated so that all responsibilities are properly met in the most efficient and effective way.

By organizing in this manner, the supervisor can identify common target areas or tactics, so that a specific assignment can be made in the most efficient manner and the best choice can be made of individuals and resources to accomplish a particular tactic.

Next, the supervisor can establish a schedule for task execution that clearly defines the officers' responsibilities. This schedule should define:

- The required number of patrol units for each time segment the patrol supervisor will be working;
- The optimal locations and activities for patrol units during the periods between calls-for-service;
- The best time and methods for accomplishing those administrative tasks mandated by the department, given the realities and objectives of patrol;
- The day, time, location, staff allocations, and patterns for implementing tactical patrol activities;
- The optimal time, location, and methods for performing non-tactical, directed patrol activities;
- The time and personnel necessary to effectively monitor and evaluate tactical implementation and to engage in ongoing planning to identify and respond to changing crime and service problems; and
- The optimal time to relieve personnel for meals and breaks.

d) Managing the Patrol Workload:

The purpose of operations analysis is generally considered to be a determination of overall patrol needs and distribution of the resultant work force in proportion to the workload. Personnel available during a given hour should relate reasonably to the total work requirements during that hour. Also, individual patrol sectors should be assigned to patrol officers in a reasonable relation to the geographic distribution of service demands.

Before undertaking the task of deploying available personnel according to problems identified by crime analysis, it must first be determined if the expected level of calls-for-service demand in the area is properly and effectively managed.

The demand for patrol services has been commonly assessed in terms of number of incidents. This approach is essential for an understanding of what the patrol division (or patrol supervisor) confronts. However, for operations analysis, it is not how many calls-for-service, but rather how much time and resources are demanded for various levels of service that is important. Further,

the ratio of non-committed to committed time is crucial in determining not only staffing levels, but the feasibility of freeing blocks of time for tactical efforts in response to crime series and patterns or other dedicated, labor intensive activities.

The management of the patrol workload requires careful consideration of a number of time-related issues:

- Establishing a clear definition of how patrol time is currently expended;
- Determining the ratio of non-committed to committed patrol time;
- Identifying that portion of the calls-for-service workload that might be effectively handled by some means other than dispatching a patrol officer (e.g., telephone reports, community service officers, referral to other appropriate agency);
- Controlling the dispatch response to calls-for-service so that blocks of time are available for officers to execute directed patrol tactics;
- Expanding the role of the patrol officer in preliminary investigations;
- A broadened concept of workloads, to include the workload requirements of directed patrol activities, as well as calls-for-service and administrative requirements;
- The matching of resources to workload demands (shift realignments may be called for to meet peak or seasonal demand periods); and
- Scheduling training and administrative needs appropriately to minimize the impact to patrol units in service.

Another time-related issue that impacts the patrol workload is court time. Whether on-duty, on-call standby, or during days off, court time can have a major impact on patrol availability. Projects need to analyze court time's impact on patrol resources, and work with the district attorney to review and resolve, if necessary, subpoena service, preliminary hearing and pretrial case preparations, and court standby practices.

Finally, the main ingredients for the successful management of patrol operations are:

- A firm commitment from the law enforcement chief executive and patrol command staff to support a thorough analysis of their existing patrol allocation and to implement changes as needed to support C-CAP;
- The dedication of at least ten percent of the patrol commander's time to managing this phase of C-CAP;
- Operations analysis;
- Crime analysis;
- Structured decision-making processes;
- Proper training of patrol officers and supervisors in criminal investigation and crime prevention, together with the use of crime and operations analysis in carrying out tactical operations; and
- Policy and procedures to assure follow-through, evaluation, and debriefing in carrying out tactical operations.

2) Implementation of Managing Criminal Investigations (MCI):

During this phase, the investigations commander should dedicate a sufficient amount of work time to the management and development of the MCI program. In addition, investigations supervisors should be advised of the reasons for the MCI program, and a plan should be developed which incorporates their opinions and suggestions wherever possible.

22

Special training must be provided to investigators and patrol officers regarding changes in their duties which may occur as a result of MCI.

This training should cover the following:

- Definition of a career criminal;
- The purpose and uses of crime analysis information in support of investigations;
- The use of solvability factors to determine case continuation, assignment, and early case closure;
- How MCI will expand the investigative responsibilities of patrol officers;
- Why feedback information is necessary to the overall success of C-CAP and especially MCI; and
- How case-tracking will assist investigators.

During the first six months of MCI, a case-screening and case-tracking process must be developed which will incorporate the enhanced contributions of crime analysis, patrol, and investigations on career criminal cases. A court liaison officer is required to assist in the case-tracking effort.

Where an automated case-tracking system is planned, the following items may be grant funded with prior written approval from OCJP:

- Consultant services;
- Support computer software; and
- Data processing equipment necessary for automated case-tracking.

a) **Investigations Management:**

This portion of C-CAP concentrates on the enhancement of the investigative activity of the patrol force and the development of investigative case management techniques. The following four key components comprise the investigations management aspect of C-CAP:

- Patrol role in the initial investigation;
- Case-screening;
- Management of continuing investigations; and
- Law enforcement prosecutor relationships.

(1) **Patrol Role in Initial Investigations:**

A properly conducted preliminary investigation may be the single most important action taken by law enforcement personnel in solving crimes. Many case clearances result from the information gathered at the scene of a crime by the first officer on the scene who conducts the preliminary investigation. Further, the successful outcome of a case largely depends upon the quality and quantity of information collected by the preliminary investigating officer.

Thus, recent thinking about investigations has resulted in defining a greater role for the preliminary investigator by identifying the value of follow-up investigations on each case. The officer who responds to the original call is expected to spend sufficient time to record all available information during the preliminary investigation. This will enable the officer to decide whether detective follow-up is warranted.

The initial responding officer can record this by checking the offense report according to the availability and quality of the information gathered at the crime scene. This entails placing a solvability rating factor section on the offense report. (Solvability factors include a witness to crime, a suspect or vehicle description, identifiable stolen property, latents, tool impressions, etc.) Thus, if there is very little information available from the preliminary investigation, few if any solvability factors would be checked off on the report, resulting in a low solvability score. The low score would indicate very little probability that additional useful information can be acquired during the follow-up investigation.

In these circumstances, a case automatically is held in a suspense file and the offense report is forwarded to crime analysis to determine the case's relationship to others. Conversely, where high solvability exists, an immediate follow-up investigation is conducted, in addition to crime analysis unit's role in locating similar cases (e.g., method of operation, geographic area, suspect description, property targeted, etc.).

(2)   Case-screening:

The major components of a case-screening system are:

- Collection of accurate and complete crime information by the patrol officer;
- On-scene determination of the sufficiency of crime information collected during the preliminary investigation;
- Decision by the on-scene patrol officer whether a follow-up investigation is warranted; and
- Review of the preliminary investigation and decision for follow-up by a case-screening officer.

Case-screening is merely a mechanism whereby the decision concerning the continuation of an investigation is reviewed. The unique feature of case-screening is that it takes the critical follow-up investigation decision out of the hands of the individual detectives and places it in the hands of the investigation manager.

Solvability factors are the primary basis for case-screening, although a number of other purposes are served, such as:

- Review for assignment of similar cases to single investigators;
- Monitoring of the investigative process; and
- Management of the detective case workload.

(3)   Management of Continuing Investigations:

The need for proper management of continuing investigations is underscored by the following frequently observed factors:

- Inequitable caseloads;
- Improper case assignment;
- Incorrect priority decisions;
- Delay in investigator response; and
- Lack of investigative continuity.

The objectives of a managed investigation process are:

- Assigning case investigations more effectively;
- Improving the quality of case investigation and preparation; and
- Monitoring the progress of case investigations and making decisions concerning continuation.

The overall management of investigations should result in an increase of arrests for serious crimes that are prosecutable, ultimately leading to an increased number and rate of convictions.

b) Law Enforcement/Prosecution Coordination:

Emphasis on the career criminal has stemmed from the recognition that the major portion of serious crime is committed by a relatively small number of habitual offenders. Therefore, law enforcement agencies and prosecutors must combine their efforts to direct additional attention to this segment of the offender population. The prosecution emphasis in C-CAP serves to identify and highlight the common links between the law enforcement and prosecutor functions as they relate to the common objectives of identification, apprehension, conviction, and incarceration of the career criminal. The basis for linking these efforts stems specifically from the mutual interest of law enforcement and prosecution agencies in quality case development and from the common functions of early identification and priority processing of the career criminal. Coordination of law enforcement and prosecutor efforts directed at the career criminal is crucial for full case development and successful prosecution.

The management of continuing investigations should result in one of the following outcomes:

- An arrest;
- Continuation of the investigation, based on sufficient crime analysis information; or
- Case suspension after a determined number of days if no additional information is generated;
- An improved method of coordination between the law enforcement agency and the prosecutor should result in an improvement of the ratio of prosecutions to arrests; and
- The examination of existing organizational arrangements and the allocation of law enforcement resources should lead to the formation of policies and procedures that promote the successful performance of the initial investigation and encourage an improved working relationship between the law enforcement officer and the prosecutor.

To facilitate the early identification, priority processing, full investigation and preparation of career criminal cases, C-CAP agencies should provide assistance to the local prosecutor through the development of a special investigative function. A primary responsibility of the special investigative function is the pre-arrest identification of suspects as career criminals (**proactive identification**) and the determination of whether an individual arrested (**reactive identification**) merits special career criminal attention. The key to this process is the development of career criminal information by the CAU, distribution of the information to field officers, and submission of crime analysis information to the special investigative unit at the time of the arrest of a possible career criminal.

This career criminal information is critical to screening decisions as it may indicate a series of chargeable offenses or the need for further investigation to enhance the strength of a case as initially brought to the prosecutor. Further, by tracking dispositions of proactive vs. reactive

career criminal identifications, a project may be able to identify investigative processes, training, or resources that enhance the opportunity for successful prosecutions.

A special area of concern is the tremendous backlog of unserved criminal warrants that exists in many jurisdictions. The law enforcement community is becoming aware that the effective management of warrant services could become a tremendous asset in focusing resources on the serious offender. A number of jurisdictions have developed cost effective methods and techniques to maximize the services of warrants resulting in the arrests and incapacitation of offenders who have continuously eluded the adjudicatory process. (One such approach includes researching both civil and criminal court dockets in jurisdictions offender is known to frequent and requesting warrant service on court date.)

c) **Law Enforcement Networking to Track Multi-Jurisdictional Career Criminals:**

Investigative efforts, regardless of outcome, can be leveraged by submitting profiles of target offense known and/or unknown offenders to the following recipients:

- Official databases such as the California Department of Justice's Sexual Habitual Offender Program (SHOP), Western States Information System (WSIN), CAL GANGS, and the Federal Bureau of Investigations' Violent Criminal Apprehension Program (VICAP);
- Regional task forces (auto theft, narcotics, high tech crime units);
- Multi-jurisdictional investigator associations;
- Regional crime analysis associations and web site (Northern Valley, Bay Area, Southern California, and San Diego Crime Analysts' Association);
- National criminal intelligence organizations (International Association of Law Enforcement Intelligence Analysts - IALEIA);
- Probation and parole offices (to link unnamed offenders to probationers and parolees); and
- State regulatory/licensing agencies with investigative units (Department of Real Estate, Contractors' State License Board, Fire Marshal, Fish and Game).

C-CAP agencies shall develop policies and procedures regarding the entry and purging of statutorily identified career criminals (13853 P.C. - Persons subject to career criminal apprehension efforts) into the California Department of Justice's Supervised Release File.

C-CAP agencies are required to avail themselves of the Parole Law Enforcement Automated Data System (LEADS) database accessible to qualified law enforcement agencies on the public Internet. Parole LEADS is an innovative, state-of-the-art computer system designed to provide local law enforcement agencies with up-to-date information about parolees under the supervision of the Parole and Community Services Division of the California Department of Corrections (CDC). The information is compiled from all local parole units' databases, and is designed primarily to meet crime analysis needs.

Parole LEADS information includes full names, aliases, monikers, physical descriptors, addresses, tattoos, vehicles, commitment offenses, and registration statuses. This information can be queried to identify a parolee by partial suspect information (e.g., tattoo, vehicle, physical description, etc.).

Contact CDC's Parole Automation Systems at (916) 358-2243, or fax them at
(916) 358-2013, to request an enrollment package.

b. Year Three Objectives/Activities for MPO/MCI Phase:

These are minimum objectives only. Projects may also work on objectives listed in the Program Evaluation phase.

Objective 1:   Increase the effectiveness and efficiency of patrol operations.

This objective is measured by:

a.   Analysis and modification of beat structure.
b.   Development/revision of field officer's handbook.
c.   Development and implementation of alternatives to patrol service delivery (e.g., use of civilians, telephone reports, etc.).
d.   Development and implementation of patrol practices such as:

- Expansion of preliminary investigation by patrol personnel;
- Development and use of tactical units;
- Development and use of directed patrol;
- Call prioritization; and
- Problem Oriented Policing/Community Oriented Policing.

Objective 2:   Increase efficiency and effectiveness of investigative operations.

This objective is measured by:

a.   Development of case screening process for patrol.
b.   Development of case management process.
c.   Development of case tracking process.
d.   Case clearances (Uniform Crime Report criteria).

Objective 3:   Train patrol and investigative personnel on implementation of objectives 1 and 2.

This objective is measured by:

a.   Number of training sessions held, dates, and topics.
b.   Number and classification of personnel trained.

Objective 4:   Increase the number of career criminals identified and arrested.

This objective is measured by:

a.   Number of career criminals identified by proactive vs. reactive efforts.
b.   Date project (and satellite sites if multi-jurisdictional or regional) was enrolled in Parole LEADS.
c.   Date policies and procedures were developed for Supervised Release File.
d.   Number of identified career criminals entered into Supervised Release File.
e.   Number of career criminals arrested by proactive apprehension efforts vs. reactive efforts.

Objective 5:   Increase the number of cases referred and accepted for prosecution.

This objective is measured by:

a. Number of proactive vs. reactive career criminal cases referred for prosecution.
b. Number of proactive vs. reactive career criminal cases accepted for prosecution.
c. Total number of non-career criminal target offense cases referred for prosecution.
d. Total number of non-career criminal target offense cases accepted for prosecution.

Objective 6:   Track the disposition of accepted career criminal prosecution cases.

This objective is measured by:

a. Date automated or manual tracking system implemented.
b. Number of proactive vs. reactive defendants convicted of charged or lesser offense, parole revocation in lieu of prosecution, acquitted, dismissed, deadlocked, not guilty.

Objective 7:   Review and enhance accomplishments for Year Three (last quarter).

This objective is measured by:

a. Evaluating the fiscal plan for year three budget, **within the first ten days of the last quarter**, and the plans for assumption of costs by the end of the last quarter.
b. Evaluation of patrol practices implemented to increase the effectiveness and efficiency of patrol operations.
c. Evaluating the case screening process for patrol, the case management process, and the case tracking process in effect.
d. Evaluating the effectiveness of training through the use of evaluation and feedback forms from trainees and the practice of training materials by patrol and investigative personnel.
e. Continuing to review the process of career criminals identified and arrested.
f. Continuing to review the process of career criminals referred and accepted for prosecution.
g. Reviewing career criminal prosecution dispositions.

14. *Program Evaluation Information and Objectives/Activities* - This section includes background information and objectives/activities for the non-funded six-month program evaluation phase.

a. Program Evaluation Information (six-month non-funded):

At this point in time, the project has been on-going for three years. The organization has experienced a great deal of change and innovation in implementing the various C-CAP components.

The objectives drive the project to continue to improve on past accomplishments and to make a constructive and critical evaluation of the project to date. A high degree of introspection is required as this program has introduced multiple concepts and systems into the organization.

A successful project will rely on the established Executive Task Force and User's Groups to inspect and review the project to date by the criteria in Objective 1 (see below). The use of surveys and interviews, as well as pre- and post-implementation statistics, are an effective means to measure at this point. Lev-

els of management and employee satisfaction, as well as citizen satisfaction with service, are also an effective gauge.

Results of the evaluations contained in the report should address how the agency will incorporate the C-CAP philosophy into its future activities (e.g., routine intervals for workload studies, continuation of working relationship with district attorney to target career criminals, etc.).

As a result of the implementation of C-CAP, the project should, by the end of MCI, demonstrate an ability to coordinate the efforts of patrol and investigations in the apprehension of career criminals and the suppression of their crime-related activity. This may be demonstrated by showing an increase in career criminal arrests (particularly proactive arrests), referrals for prosecution, and in case clearances. During this same time, the ability of the C-CAP project to support the district attorney's prosecution of these offenders should be enhanced through crime analysis, patrol, and investigations. This should be evidenced by an increase in the number of both proactive and reactive career criminal cases accepted and successfully prosecuted.

The Program Evaluation Report is an analytical document, utilizing tools such as surveys and interviews, and statistical comparisons for pre- and post-implementation. The conclusion of the report shall include a funding and programmatic plan for the continuation of C-CAP. It is not a compilation of the status and progress reports submitted throughout the three year grant funded activities.

Projects must submit the evaluation report for OCJP approval within thirty days following the six-month evaluation period. Upon approval, and contingent upon processing of final Report of Expenditures and Request for Funds (OCJP Form 201) and final progress report, the Use of Equipment Certification (OCJP Form 074), transferring title of grant funded equipment from OCJP to project, will be processed.

b. Program Evaluation Objectives/Activities (6-month non-funded):

Objective 1: Executive Task Force and User's Group evaluate program's effectiveness and implement changes, if necessary, in such areas as:

a. CAU services and products.
b. Patrol response times.
c. Quality of preliminary investigations.
d. Case screening.
e. Use of alternative service delivery methods (patrol and detective).
f. Use of tactical patrol operations (including problem oriented policing).
g. Use of directed patrol operations.
h. Patrol deployment and beat structure.
i. Case management system.
j. Career criminal identification and arrest including use of law enforcement networking to track career criminals.
k. Working relationship with District Attorney.
l. Development of plan/funding to continue the project after grant funds have expired.

Objective 2: Submit a Program Evaluation Report to OCJP that includes an analysis of Objective 1 measurements. The report should also include institutionalization of the C-CAP philosophy, including a funding and programmatic plan for continuation of C-CAP. This is due to OCJP thirty days following the six-month evaluation period.

This objective is measured by:

    a. Receipt of Program Evaluation Report thirty days following the six-month evaluation period.
    b. Acceptance of report by OCJP Program Specialist as meeting the analytical standards for the report.

F. PROJECT NARRATIVE

The following instructions pertain to the preparation of the project narrative of the **proposal**, not the C-CAP Long-Range Plan. (See Section I for Long-Range Plan instructions.) The proposal narrative should demonstrate the problem to be addressed, the plan to address the problem, and the ability of the project to implement the plan.

The plan section includes **Year One** Objectives and Activities and Work Schedule/Timeline. The implementation section includes the current Organizational/Staffing Chart, Working Relationships, and Plan for Assumption of Costs.

Responses in the project narrative are scored utilizing the rating sheet at the end of these Programmatic Instructions. Applicants are encouraged to double-space their proposals.

1. Problem Statement

This portion of the proposal should demonstrate the problem to be addressed.

The problem statement's purpose is to persuasively illustrate the applicant's need for the Career Criminal Apprehension Program. Use the most recent statistics available, and quote the source in parenthesis. Weave the statistics into the narrative so the numbers support the stated problems.

a. Describe the target area for the project. The target area must correspond to the jurisdictional boundaries of all the agencies involved in the project. Include a map of the target area in the proposal appendix, if necessary, to aid in understanding the target area.

b. Provide statistics on the total residential population of the target area. Use statistics from The Department of Finance Report for January 1998. (Department of Finance, Population Research Unit, 916-322-4651.)

c. Provide the total number of sworn personnel of the agencies participating in this project. Do not include individuals assigned to jails or courts.

d. Provide statistical information on the crime rate in the target area. Use the 1997 Part I crime index published by The Department of Justice.

e. Describe the problems the law enforcement agencies in the target area are having in addressing the crime problem.

f. Describe why these problems cannot be addressed with existing resources.

g. Thoroughly describe how implementing C-CAP will improve the law enforcement response to the crime problem in the target area.

2. **Plan**

This portion of the proposal should demonstrate a plan to address the problem. The proposal should present an appropriate plan to implement each of the six objectives specified in this section.

Objective 1:   Establish a policy statement for implementing C-CAP.

It is required that a C-CAP Executive Task Force be established and that the task force meet quarterly.

a. Provide the proposed meeting dates for the C-CAP Executive Task Force.

b. Provide the names and classification of individuals responsible for defining the policies and procedures (e.g., duties and responsibilities) of the C-CAP Executive Task Force, and the proposed date this will be completed. (A copy of the policy and procedures detailing duties and responsibilities of C-CAP Executive Task Force must be forwarded to OCJP within 90 days of the signed Grant Award Agreement.)

c. Describe any user groups by group name (e.g., Computer User Group, Form Development Group, Evaluation Group, etc.). List the members and responsibilities of each group.

d. Fully describe the methods used to accomplish this objective.

Objective 2:   Establish a Crime Analysis Unit (CAU).

a. Provide the names and classification of individual/individuals responsible for recruiting and selecting a Certified Crime Analyst (required), and other CAU staff, and the proposed date that staff will be hired.

b. Describe the recruitment and selection process.

c. Provide the names and classification of individual/individuals responsible for identifying and obtaining office space and equipment and the proposed date this will be completed.

d. Describe the process involved in identifying and obtaining office space and equipment.

Objective 3:   Train personnel in concepts and techniques of C-CAP.

Describe in detail the methods utilized to meet this objective. Provide a short description of each training module (items a through f), the number and length of courses, location, type of students (job classification), and number trained. For modules a through e only, include the methodology for the required class syllabus, evaluation and class roster, and the efforts to be made to maintain the information. (Note: Training must be provided to all departmental staff (sworn and non-sworn) for modules a through e. Modules a through e can be combined into one course.) For module f only, include the methodology for maintaining source documentation of completion of course work (e.g., class curriculum, certificate of completion, handbooks/handouts).

a. Overview of C-CAP Program.

b. Role of Crime Analysis Unit.

c. Introduction to Managing Patrol Operations.

d. Introduction to Managing Criminal Investigations.

e. Definition of a Career Criminal.

f. Other Training (grant funded training to be provided to CAU staff or departmental staff for duties <u>completely and directly</u> related to implementing C-CAP).

Objective 4:   Provide CAU services in a timely manner.

Fully describe the methods used to meet this objective, including items a through d.

a. Describe the activities to accomplish the development of the Crime Analysis Unit (CAU), and threshold criteria (manual and automated).

b. Describe the activities to accomplish production of CAU products (e.g., threshold criteria, offender, crime, and series/pattern bulletins, and investigative leads).

c. Describe the type, frequency, and recipient of CAU products (patrol, detectives, crime prevention, allied law enforcement agencies, etc.).

d. Describe the activities to accomplish and monitor utility of CAU services and products (e.g., development of feedback mechanisms).

Objective 5:   Identify career criminals.

a. Describe the information sources that will be utilized to identify career criminals (jail, district attorney, parole, Department of Justice, detectives, patrol, etc.).

b. Describe the activities to accomplish policies/procedures for career criminal identification, file maintenance, and notification. Include policies/procedures for updating the Supervised Release File.

c. Describe who (unit) is responsible for the identification of career criminals (e.g., CAU, detectives, district attorney, etc.).

Objective 6:   Review and enhance accomplishments of Year One (last quarter).

a. Describe the activities to accomplish the evaluation of policies and procedures used for the implementation of Crime Analysis.

b. Describe the activities to evaluate the fiscal plan for year one budget **within the first ten days of the last quarter**.

c. Describe the activities to accomplish the review, and revision (if needed) of the training concepts and techniques used (using training questionnaires and feedback forms).

d. Describe the activities to review the CAU files, threshold criteria, CAU products, and the feedback mechanism to determine the effectiveness in development of the CAU.

e. Describe the activities to accomplish training to lead into integration of C-CAP components for year two objectives.

3. Implementation

This portion of the proposal should demonstrate the ability of the project to implement the plan.

a. <u>**Organizational Structure**</u> - Provide a brief overview of the structure of the project (i.e., number of individuals assigned to patrol, investigations, etc.). Describe who will be responsible for implementing each phase of the C-CAP program and how the implementation will be accomplished.

Describe the projects methodology to provide for cross-training and briefing key C-CAP staff member(s) in the event of mandatory rotation or staff turn-over (attrition).
Describe the steps the project will take to ensure top level support and dedication of sufficient personnel resources for all phases (the entire 42 months) of the C-CAP program.

Provide an organizational chart, (in the appendix), showing pertinent relationships between project staff, administrative staff, and other functions of the department. Clearly indicate the crime analysis unit. If this is a multi-jurisdictional or regional application, indicate this information for each participating police or sheriff's department.

b. <u>**Working Relationships**</u> - Working relationships must meet C-CAP requirements and support the implementation of the plan. Fully describe the working relationships the project will have with other agencies. Include operational agreements, in the appendix, as appropriate. At a minimum, applicants must provide an Operational Agreement (OA), with original signatures, detailing the working relationship with the district attorney, including the designated career criminal prosecutor. This document must include the specific services to be provided by the applicant agency, or co-applicant agencies, and by the district attorney to support implementation of the C-CAP program during the term of the year one grant. The OA(s) must also demonstrate the intent to support C-CAP implementation throughout the three and a half year project implementation and evaluation period.

In addition, multi-jurisdictional/regional applicants need to include an Operational Agreement, with original signatures, between the lead agency and co-applicant police or sheriff's departments specifying services to be provided by each to support implementation
of the C-CAP program during the term of the year one grant. These OAs must also show the intent to support C-CAP implementation throughout the three and a half year implementation and evaluation period.

Describe the plan to network with other agencies (aside from participating agencies) and share crime analysis information. Describe this plan in detail, including how this process will work and who will coordinate the effort.

c. <u>**Organizational Restrictions**</u> - This section should demonstrate that there are no organizational restrictions which would adversely restrict the project's ability to implement the plan. All applicants must specify if any employee agreements or Memorandum of Understandings restrict the project's ability to implement C-CAP program (e.g., property procurement procedures, staffing levels, working hours, beat configurations, workload, scheduling, work assignments, etc.). Applicants that do not have any restrictions should provide a written statement, in the appendix, that there are not any restrictions impacting C-CAP implementation. If the applicant expresses restriction(s), provide, in the appendix, a copy of any relevant current employee agreements or Memorandum of Understandings (MOUs). Describe how the project intends to overcome these restrictions to facilitate implementation.

    d. **Work Schedule/Timeline** - The work schedule/timeline should demonstrate that the project will be able to implement the plan during the grant period. Briefly discuss the work schedule/timeline in the narrative. Provide the work schedule/timeline for year one in the appendix. This document should show the specific schedule of each task described in the objectives, noting inception, interim activities, and completion dates. Include on-going activities, such as the quarterly Executive Task Force meetings.

G. SPECIFIC BUDGET INSTRUCTIONS

In addition to general instructions for the budget, the following information applies to this RFP.

Budget Narrative - A budget narrative is required. Include thorough justification for line-items, including the objective(s) and activities to be accomplished by the item(s) (e.g., a certified crime analyst in Personal Services category would be related to objective 2, "Establish a Crime Analysis Unit", activity a, "Hire a Certified Crime Analyst and CAU Staff"). Include the ratio of crime analyst(s) to crime cases to justify staffing level (the suggested ratio is 1:6,000).

Match Requirements - This program requires a **five percent (5%)** cash match based on total project cost for Year One. Match must come from a source other than state or federal funds that are budgeted for the project. **Projects may <u>not</u> use a percentage of a staff member's salary or benefits to meet the match**. If a full-time position, such as a Captain or Lieutenant, is designated as Project Manager (or Project Director), the grant funds cannot be used to subsidize or replace the original 100% agency funded position. <u>In-kind match is not allowed</u>.

Operating Expenses - Indirect costs are **not** allowed.

All C-CAP projects (including satellite CAU sites of regional projects) must budget for Internet access to query Parole LEADS. (See Year Three Information - Combined MPO/MCI
Phase, Implementation of MCI, item e, Law Enforcement Networking to Track Multi-jurisdictional Career Criminals, paragraphs four through six.)

Line-items described as "miscellaneous" are **not** allowed. Sufficient line-item detail must be present to clarify the budgeted item(s). For example, "office furniture" and "office equipment" headings are insufficient. The headings need to include descriptions and quantities, such as two desks, two chairs, one photocopy machine for the crime analyst and clerk.

If a project budgets for training from an outside vendor, in addition to the possible need for a sole source justification (e.g., non-competitive service contract), the project needs to specify the tuition refund policy of the vendor in the event a scheduled attendee is unable to attend. The refund policy and a contingency plan for attendance must be specified in the budget narrative. OCJP does not reimburse training that was not attended and completed.

P.O.S.T. reimbursable training should not appear in the budget, although projects should specify intended completion of any C-CAP relevant training in objectives/activities. If P.O.S.T. training is charged to the grant, the reimbursement must be credited to the grant. Additional tracking and paperwork will be necessitated if project charges reimbursable P.O.S.T. classes to the grant.

Equipment - Automobiles are **not** allowed.

H. PROPOSAL APPENDIX

Include the following documents in the appendix. Include any additional documents necessary to support the proposal.

- Map of the Target Area (if appropriate);
- Operational Agreements;
- MOUs Restricting Implementation (or statement of no restrictions); and
- Work Schedule/Timeline.

I. C-CAP LONG-RANGE PLAN INSTRUCTIONS

All projects are required to prepare a Long-Range Plan for the full duration of the C-CAP program **and must submit it with the proposal**. The submitted Long Range Plan must fully cover the thirty-six (36) months of the project and the six (6) months of evaluation after funding is completed. A thorough explanation of the entire forty-two (42) months of objectives and activities is included in Section E, Program Information, of the C-CAP Programmatic Instructions. Applicants are not limited in their response to a page limit.

The following sections, a through i, are required components of the Long-Range Plan:

a. Provide an **Introduction** fully describing the applicant agency or co-applicant agencies (if multi-jurisdictional or regional), including sworn and non-sworn strength; assignments (patrol, investigations, jail, records, etc.); geographic service area(s); other law enforcement agencies in the geographic area (California Highway Patrol, University/Public School Police, State Park Police, etc.) and how they will be involved in C-CAP; population for the applicant agency and co-applicant agencies (the January 1998 population, per the California Department of Finance, Population Research Unit, 916-322-4651); and a discussion of the impact of crime and calls-for-service on the service jurisdiction(s). Explain how the full implementation of C-CAP will improve applicant agency or agencies.

b. Multi-jurisdictional or regional applicants must submit an **Integrated Plan** describing how the agencies will coordinate the fiscal and programmatic implementation and evaluation of C-CAP so it functions as one program, rather than multiple independent programs. **Multi-jurisdictional/regional applicants must designate a lead agency in this section.**

c. Provide a **Five Year (1993 - 1997) Statistical Summary of <u>C-CAP Target Offense Arrests for Adults</u> (Section 13853 California Penal Code)** charting by crime type and year the number of adults arrested for murder or manslaughter, robbery of the first or second degree, carjacking, burglary of the first or second degree, arson as defined in Section 451 or 452, forcible rape, sodomy or oral copulation committed with force, lewd or lascivious conduct committed upon a child, kidnapping as defined in Section 207, 209 or 209.5, grand theft, grand theft auto, receiving stolen property, assault with a deadly weapon or instrument, or an unlawful act relating to controlled substances in violation of Section 11351 or 11352 of the Health and Safety Code. Multi-jurisdictional or regional applicants need to provide this information for each participating police or sheriff's department. Multi-jurisdictional and regional applicants must provide information for <u>each</u> participating agency.

d. Provide **A Five Year (1993 -1997) Statistical Summary of <u>Reported C-CAP Target Offenses</u>** charting by crime type and year (*not including 11351 or 11352 H&S)* and including clearance rates per the Uniform Crime Reports methodology. Multi-jurisdictional or regional applicants must provide this information for <u>each</u> participating police or sheriff's department.

e. Provide an activity plan to implement the entire thirty-six (36) months of project, and the six (6) month non-funded evaluation. The activity plan is evidenced by inclusion of the **Objectives and Activities for Years One (Crime Analysis), Two (Integration of C-CAP Components), and Three (Combined MPO/MCI), and the six-month Program Evaluation**. See pages CA-11 through CA-36, Program Information, for a description of programmatic information and objectives/activities for years one, two, and three, and the six-month non-funded program evaluation phase. The year one objectives and activities prepared for the proposal can be duplicated and placed in this section.

f. Provide a **Budget and Budget Narrative for all three years, including the appropriate cash match (5%** for year one, **10%** for year two, **15%** for year three). The non-funded six-month evaluation period is not included in the budget narrative or pages. The year one budget narrative and budget prepared for the RFP can be duplicated and placed in this section. Applicants are required to include in the budget narratives a thorough justification for line-items, including objectives and activities to be accomplished by the item(s). If a line-item cannot be linked to an objective and activity, the agency may be budgeting beyond their stated objectives or activities for the implementation phase being described (year one, two, or three budget narrative), or may be budgeting for items not related to C-CAP implementation

g. Provide a **Proposed Automation System Plan for all three years.** (See page CA-10 for information that must be included in this response.)

h. Provide a **Gant chart** showing implementation dates for all activities during the entire 36 months of implementation, and 6-month non-funded evaluation phase.

i. Provide a **Plan for Assumption of Costs** explaining in detail the steps the project will take to ensure full continued operation of the C-CAP program after grant funding ends.

COMPUTER PURCHASE FACE SHEET

GRANTEE:

GRANT AWARD NO:

PROJECT TITLE:

GRANT AWARD PERIOD: From: _____ , 19_____ to _____ , 19_____

Software Cost: $	Hardware Cost: $	Other Related Items Costs: $

Total Proposed Computer System Cost: $

Total Grant Award Amount: $

FOR OCJP USE ONLY

	Approved	Denied		
	☐	☐	**Program Staff's Signature**	**Date**
Under $10,000	☐	☐	**Branch Chief's Signature**	**Date**
$10,000 and over	☐	☐	**Information Systems Branch Chief's Signature**	**Date**
	☐	☐	**Division Chief's Signature**	**Date**

Control #:	
Rater #:	

APPLICANT:		
FUNDS REQUESTED:		
PREFERENCE POINTS	2%	5%

CATEGORY

**TOTAL
POINTS
POSSIBLE**

1.	PROBLEM STATEMENT	150
2.	PLAN	200
3.	IMPLEMENTATION	100
4.	BUDGET	75
5.	C-CAP LONG-RANGE PLAN	320
6.	COMPREHENSIVE ASSESSMENT	95

TOTAL 940

Each of the above categories contain questions that are assigned a point value. The point scale is divided into five columns labeled **I, II, III, IV**, and **V**. Each question is evaluated on the following criteria:

I.   Does not respond to the question or was left blank.

II.   Does not completely respond to the question. Information presented does not provide a good understanding of applicant's intent, does not give detailed information requested by the RFP, or does not adequately support the proposal.

III.   Responsive to the question. Provides an average understanding of the applicant's response to the RFP. Response adequately supports the proposal.

IV.   Above average response which gives a clear and detailed understanding of the applicant's intent. Response presented a persuasive argument supporting the proposal.

V.   Outstanding response with clear, detailed and relevant information exceeding the information requested. Response presented a compelling argument supporting the proposal.

	I	II	III	IV	V

1. PROBLEM STATEMENT (Maximum 150 points)

Does the proposal:

a. describe an appropriate target area for the project using the jurisdictional boundaries of all agencies involved in the project?

	I	II	III	IV	V
	0	6	12	18	25

a. provide statistics on the total residential population of the target area, using statistics from the Department of Finance Report for January 1998?

	I	II	III	IV	V
	0	3	5	8	10

a. provide the total number of sworn personnel of the agencies participating in this project, not including individuals assigned to jails or courts?

	I	II	III	IV	V
	0	3	5	8	10

a. provide statistical information on the crime rate in the target area, using the 1997 Part I crime index published by The Department of Justice?

	I	II	III	IV	V
	0	7	15	23	30

a. describe the problems the law enforcement agencies in the target area are having in addressing the crime problem?

	I	II	III	IV	V
	0	6	12	18	25

f. describe why these problems cannot be addressed with existing resources?

	I	II	III	IV	V
	0	6	12	18	25

g. describe how implementing C-CAP will improve the law enforcement response to the crime problem in the target area?

	I	II	III	IV	V
	0	6	12	18	25

2. PLAN (Maximum 200 points)

Does the proposal present an appropriate plan to:

a. establish a policy statement for implementing C-CAP (Objective 1)?

	I	II	III	IV	V
	0	5	10	15	20

b. establish a Crime Analysis Unit (CAU) (Objective 2)?

	I	II	III	IV	V
	0	10	20	30	40

c. train personnel in concepts and techniques in C-CAP (Objective 3)?

	I	II	III	IV	V
	0	10	20	30	40

d. provide CAU services in a timely manner (Objective 4)?

	I	II	III	IV	V
	0	10	20	30	40

e. identify career criminals (Objective 5)?

	I	II	III	IV	V
	0	10	20	30	40

f. review and enhance accomplishments of year One (Objective 6)?

	I	II	III	IV	V
	0	5	10	15	20

3. IMPLEMENTATION (Maximum 100 points)

a. Does the organization structure, as supported by the organizational chart in the appendix, demonstrate the ability of the project to implement the plan?

	I	II	III	IV	V
	0	7	15	23	30

b. Do the working relationships, as supported by Operational Agreements in the appendix, meet C-CAP requirements and support the implementation of the plan?

	I	II	III	IV	V
	0	7	15	23	30

c. Does the Organization Restrictions section, as supported by the appendix, demonstrate that there are no organizational restrictions that would restrict the projects ability to implement the plan?

	I	II	III	IV	V
	0	5	10	15	20

d. Does the Work Schedule/Timeline demonstrate that the project will be able to implement the plan during the grant period?   0   5   10   15   20

4. BUDGET, including budget narrative   **(Maximum 75 points)**

a. How well does the budget support the proposal objectives and activities? How thoroughly does the required budget narrative include justification for line-items, including the objectives/activities to be accomplished by the item(s)?   0   6   13   19   25

b. How well do the duties, required qualifications, and time commitment of project-funded staff support the proposed   objectives and activities?   0   6   13   19   25

c. How well does the budget avoid unnecessary or unusual expenditures which would detract from the accomplishment of the objectives and activities?   0   6   13   19   25

5.   C-CAP LONG-RANGE PLAN (Maximum 320 points)

a. Is an **Introduction** included that fully describes the applicant agency or co-applicant agencies? Does the introduction explain how the full implementation of C-CAP will improve applicant agency or agencies?
                                                                  0   7   15   23   30

a. If a multi-jurisdictional or regional applicant, is an **Integrated Plan** provided, fully describing how the agencies will coordinate the implementation and evaluation of C-CAP so it functions as one program, rather than multiple independent programs? Did multi-jurisdictional/regional applicant designate a lead agency in this section?   0   7   15   23   30

a.   Did the applicant provide a **Five Year (1993 - 1997) Statistical Summary of C-CAP Target Offense Arrests for Adults**, charting by crime type and year the number of adults arrested for target offenses? If a multi-jurisdictional or regional applicant, was this information provided for each participating police or sheriff's department?
                                                                  0   7   15   23   30

a. Did the applicant provide a **Five Year (1993 - 1997) Statistical Summary of Reported C-CAP Target Offenses** charting by crime type and year (*not including 11351 or 11352 H&S)* and including clearance rates per the Uniform Crime Reports methodology? If a multi-jurisdictional or regional applicant, was this information provided for each participating police or sheriff's department?   0   7   15   23   30

a. Did the applicant provide an activity plan to implement the entire 36 months of project, and the 6-month non-funded evaluation? Is the activity plan evidenced by inclusion of the **Objectives and Activities for Years One (Crime Analysis), Two (Integration of C-CAP Components), and Three (Combined MPO/MCI) and the six-month Program Evaluation**, as described on pages CA-11 through CA-36?
                                                                  0   20   40   60   80

a. Is a budget and budget narrative for all three years, including the appropriate cash match (5% for year one, 10% for year two, 15% for year three) provided? In the narrative, did the applicant include the required justification for line-items, including objectives and activities to be accomplished by the item(s)?
                                                                  0   7   15   23   30

a. How well does the proposed automation system plan for all three years comply with the instructions on page CA-10?   0   7   15   23   30

a. Is a Gant Chart provided showing implementation dates for all activities during the entire 36 months of implementation, and 6 month non-funded evaluation phase?   0   7   15   23   30

i. How well does the Plan for Assumption of Costs explain the steps the project will take to ensure full continued operation of the C-CAP program after grant funding ends?   0   7   15   23   30

6. COMPREHENSIVE ASSESSMENT (Maximum 95 points)

a. How well does the proposed project support the goals and intent of the Career Criminal Apprehension Program?   0   24   48   71   95